



CIVILIAN PERSONNEL CAREER MANAGEMENT

September
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ARMY CIVILIAN TRAINING, EDUCATION, AND DEVELOPMENT SYSTEM (ACTEDS) PLAN

OCCUPATIONAL SERIES GS-0185
CAREER FIELD 53

CIVILIAN PERSONNEL **Social Work** Licensed Clinical Social Worker

ACTEDS PLAN

TO CONSERVE THE FIGHTING STRENGTH

ARMY CIVILIAN TRAINING, EDUCATION, AND DEVELOPMENT SYSTEM PLAN

SOCIAL WORK OCCUPATIONAL SERIES GS-0185 Career Field 53

Summary.

a. This document describes the Army Civilian Training, Education, and Development System (ACTEDS) Plan for the Social Work occupational series. It includes a listing of the objectives, structure, key positions, career paths, training, education, and developmental opportunities that enhance the employee's capability to perform and advance within the Army Medical Department (AMEDD) Social Work community.

b. Nothing in this Plan should be construed to obligate any Department of the Army (DA) activity to select or fund the training of any individuals covered by this Plan; such training is always accomplished subject to budgetary and mission requirements.

Interim Changes. Interim changes will be distributed as required to update information contained in this document.

Suggested Improvements. The proponent agency for this document is the United States (U.S.) Army Medical Department Center and School (AMEDDC&S). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, AMEDDC&S, AMEDD Personnel Proponent Directorate, ATTN: MCCS-DC, 1400 East Grayson Street, Fort Sam Houston, TX 78234-5052.

Distribution. Primary access to this Plan is via the Internet at:
<http://appd.amedd.army.mil/acteds.htm>.

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ARMY CIVILIAN TRAINING, EDUCATION, AND DEVELOPMENT SYSTEM PLAN

SOCIAL WORK OCCUPATIONAL SERIES GS-0185 Career Field 53

1. Introduction.

a. ACTEDS is a DA system that provides a progressive and sequential framework for developing the technical, managerial, and professional skills required of the U.S. Army's civilian workforce. It mirrors what the Army does to guide military personnel throughout their careers. This ACTEDS Plan for Social Work provides employees and management with a guide to assist in career enhancement and progression. Training and development planning are essential in developing and enhancing the employee's knowledge, skills, and abilities (KSAs). This Plan, if followed, will provide Social Workers with an avenue to become more proficient in their field, benefiting the Army, the local military organization, and the employee.

b. Social Workers employed in U.S. Army Medical Command (MEDCOM) Medical Treatment Facilities (MTFs) must possess a Masters Degree in Social Work from an accredited program as well as a current unrestricted state Social Work license for clinical practice.

c. This Plan is in no way linked to upgrading individual position descriptions. Employees must still meet qualification requirements identified in Office of Personnel Management (OPM) qualification standards. The qualification standards are available at the OPM website: <http://www.opm.gov>.

2. Objectives.

a. Provide a proactive career development program for Social Workers from entry level to senior level positions throughout their careers.

b. Provide a career path of technical and professional training that will increase their knowledge base, maximize productivity and efficiency, and minimize costs.

c. Provide a means for goal formulation and measurement of performance for leaders.

d. Aid in the recruitment and retention of quality personnel by outlining the training and career advancement opportunities offered.

3. Coverage. This Plan applies to all DA civilian employee GS-0185, Social Workers, regardless of the level at which they were hired and the organization or agency to which they are assigned or attached.

4. Career Field Information.

a. Medical social workers help patients and their families cope with the many problems that accompany illness or inhibit recovery and rehabilitation, such as a economic need, disability, and lack of resources after discharge to home. They also collect and analyze patient information to help other health professionals understand the social, emotional and environmental factors underlying a patient's condition, or affecting their optimal recovery. In hospitals, medical social workers often coordinate services for home care and equipment following discharge, or for referral to rehabilitation and long-term care facilities. They also provide services to families affected by domestic violence, illnesses, and the military deployment cycle. Additionally, clinical Social Workers with certification in substance abuse counseling work in Army substance abuse programs.

b. There are over 300 Social Workers assigned within the U.S. Army Medical Command (MEDCOM). Social Workers are located throughout the world, at Medical Centers (MEDCENs), Medical Activities (MEDDACs), and U.S. Army Health Clinics. In addition, they are located at a Regional Medical Command (RMC), at a U.S. Army Garrison, and as instructors at the U.S. Army Medical Department Center and School.

c. Department of the Army clinical Social Workers are usually employed in clinical settings requiring a current clinical license. The medical treatment facility credentials committee will review their training and grant clinical privileges based on demonstrated clinical competence.

5. Key Positions. Key Positions within occupational series GS-185 are defined as operating and staff positions having broad responsibilities and duties for managing, or which substantially impact AMEDD programs. Lists of key positions for GS-185's are found in Appendix A.

In general, these positions are senior positions in a given Social Work function at each organizational or command level. In some instances, "deputy" or "assistant" titled positions may also be considered key. The Functional Chief Representative (FCR) has final approval authority for designation of key positions.

6. Responsibilities. Development, coordination, management, and implementation of this ACTEDS Plan are the shared responsibility of the proponent, the proponent agency, the Functional Chief (FC), and the FCR. The proponent for this series, and all occupational series in this career field (Career Field 53), is The Surgeon General (TSG) of the U.S. Army. The proponent agency is the AMEDDC&S, AMEDD Personnel Proponent Directorate (APPD). The FC is the Chief, Medical Service Corps. The FC will designate a senior official holding a top-level position to be the FCR for Army Social Workers. In turn, the FCR will designate individuals in key positions to serve as subject-matter-experts (SMEs).

a. The Deputy Chief of Staff, G-1, Central Program Operations Division, ACTEDS Management Branch, provides overall policy and direction for this ACTEDS Plan, and will:

- (1) Provide overall program management, guidance, direction, and approval.
- (2) Provide funding support for selected ACTEDS Core Leader Development training.
- (3) Provide assistance to the FC, the FCR, and APPD in implementing this ACTEDS Plan.

b. Functional Chief Representative. The FCR will have operational responsibility for administration of the Social Work occupational series. Those responsibilities include:

- (1) Assisting APPD in preparation of career management regulations by providing advice on career patterns; identifying KSAs required for specific job categories; identifying training and development needs; and recommending functional courses and equivalencies for the enhancement of the employee.
- (2) Selecting SMEs to participate in job analysis and establishing evaluation criteria.
- (3) Monitoring affirmative action goals and equal employment opportunity (EEO) progress.
- (4) Assisting TSG in estimating Army-wide Social Work training needs and ensuring the Master Training Plan (MTP) is adequate.
- (5) Exercising final approval authority for the designation of key positions.

c. Major Army Command (MACOM) Commanders will:

- (1) Ensure identification and funding, within activities' resources, of non-ACTEDS career field (CF) training needs (such as training to meet MACOM mission and individual mission requirements).
- (2) Assure career management is evaluated and follow-up actions are taken to support quality staffing, employee communications, Affirmative Employment Program (AEP) and EEO objectives, and ACTEDS training, education, and development requirements.
- (3) Establish leadership and direction in the AEP aspects of career management identify situations within the MACOM where EEO progress is inadequate and initiate corrective action.

d. Activity/Installation Commanders will:

(1) Obtain and provide funding, within activity/ installation resources, to attain ACTEDS Plan objectives. (Note: Funding may not always be available for all specified training and education at specific grade levels.)

(2) Support developmental assignments/reassignments and formal training of participants.

e. The senior Social Worker at each Medical Treatment Facility (MTF) will inform the FCR Through their RMC Consultant of:

(1) Planned career input requirements,

(2) Budget needs,

(3) Distribution of funds,

(4) Management of career track opportunities and spaces, and

(5) Registration/continuing education maintenance requirements.

f. The supervisor will:

(1) Prepare, in concert with the employee, and approve Individual Development Plans (IDPs) for employees participating in this Plan. Additional information on IDPs is included in paragraph 11 of this document.

(2) Identify and coordinate developmental assignments utilizing career paths.

(3) Release employees for identified ACTEDS Plan training and development opportunities (mission permitting).

(4) Ensure employees possess or are provided opportunities to obtain required competencies.

(5) Perform ongoing evaluation of employee career progression.

g. Each employee is responsible for assisting management in establishing their IDP and demonstrating the interest, enthusiasm, and initiative required to achieve the stated objectives.

7. Mentoring.

a. The Army Mentorship definition is: The voluntary, developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.

b. Mentors are senior careerists, managers, or commanders who not only personally become involved in the development of personnel within their organizations but also influence decisions to establish programs, commit resources, and make assignments that make career development happen. Mentoring is most successful when the person being mentored is mobile and can take advantage of the widest range of opportunities. Using the ACTEDS Plan as a base, mentors will facilitate training and career-broadening opportunities, help personnel assess their potential, and actively guide them through the appropriate career-area progression pattern. Mentoring for Civilian Members of the Force, DA Pamphlet 690-46 (http://www.usapa.army.mil/pdffiles/p690_46.pdf), is a recommended reference for mentors and personnel being mentored.

8. Career Ladder. The career ladder (Appendix B) illustrates the typical pattern of progression from entry level to an advanced level in the GS-0185 series. Grades are subject to the scope of responsibilities of the position and may vary among MTFs. Individuals employed in the Social Work series should be guided by the qualification standards established by OPM. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualifications in this classification series.

9. Training Competencies. (Appendix C)

a. Competencies shown at Appendix C are the applicable KSAs for Social Workers in the performance of their assigned duties. Supervisors have the responsibility for the career management of their employees; therefore, they must ensure that employees under their supervision possess, or are provided opportunities to obtain the required KSAs through formal and on-the-job training (OJT).

b. Equivalency credit may be granted for formal courses or OJT received from sources other than those listed in the MTP (Appendix C). Applications for equivalency credit (Appendix H) should be submitted through the supervisor to the FCR for evaluation.

10. Master Training Plan. (Appendix D). Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

a. Universal Training. Universal training requirements provide standardized KSAs across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

(1) Priority I (U1) - Mandatory training that is typically a condition of employment, must be successfully completed within a specified time period, and meets one or more of the following criteria: (a) employee must have acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DOD) or is required for health, certification, or safety reasons.

(2) Priority II (U2) - Training that should be successfully completed within a specified time period, but may be delayed if funding is not available, and should meet one or both of the following criteria: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.

(3) Priority III (U3) - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances KSAs needed on the job, or (b) leads to improvement of mission accomplishment.

b. Competitive Training. This category includes developmental opportunities for which individuals are competitively selected. It covers Army-wide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the Sustaining Base Leadership and Management Program conducted at the Army Management Staff College, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive Professional Development (CPD) opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Major Army command (MACOM) or the installation. The annual ACTEDS Training Catalog (<http://www.cpol.army.mil/library/train/catalog/>) contains specific information about current competitive development opportunities, along with all necessary procedural and application requirements.

c. Civilian Leader Development. The Army Civilian Leader Development Core Curriculum consists of progressive and sequential leadership training from the entry level to the Senior executive Service (SES). The curriculum includes mandatory training for Army civilians at each level (Intern, Supervisor, Manager, and Executive. Central funding is available for civilian leader development training. A description of the Core Curriculum for civilian leader development training is at Appendix F.

d. Employee Self-Development. In addition to the training outlined in the MTP, employees at all levels are encouraged to undertake individual projects such as a professional reading program, study and research, technical papers, presentations, and membership in professional organizations, or leadership roles in the community. These opportunities will increase their knowledge, improve competence in their area of interest, and offset any limitations identified in the career planning process. This is a voluntary effort initiated and conducted by the employee. Active interest in self-development generally indicates that an employee has a strong desire to achieve or exceed planned career goals. Employees will be encouraged to take advantage of: (1) MTF-sponsored educational activities; (2) available Army and other professionally relevant correspondence courses; (3) opportunities for study at nearby colleges or universities; (4) planning, reading, and discussion of developments in the various aspects of the field of Social Work; and (5) seminars, workshops, teleconferences, videos, and meetings sponsored by professional organizations.

c. The ideal training program provides the opportunity for every employee to advance to the highest level of his/her capability. The most effective training and development activity for any Army civilian career employee will result from an appraisal/counseling interview which: (1) identifies training requirements, (2) systematically schedules the training needed to meet the requirements, and (3) takes greatest advantage of work situations and operating problems for OJT development purposes.

d. Development and rating methods of civilian employees are outlined and reported through AR 690-400, Chapter 430, the Total Army Performance Evaluation System (TAPES) (http://www.usapa.army.mil/pdffiles/r690_400.pdf). The rater/supervisor, with the ratee's input, during counseling sessions, will assist the ratee in identifying the required training and/or professional development objectives. Once identified, the training or developmental activities are recorded on the employee's Senior System Civilian Evaluation Report Support Form (DA Form 7222-1).

e. When an employee has completed a required phase of training, it must be documented by the supervisor. The completed training will be noted in the IDP and TAPES, and then filed in the employee's official personnel folder. Employees who demonstrate the ability to effectively handle increasingly complex assignments become more competitive for developmental assignments and advancement.

g. Training levels for assignment training are: entry level, full performance level, and advanced level.

(1) Entry Level for GS-0185 is GS-09 or GS-11 (or pay band equivalent). An individual entering at the entry level for Social Worker, GS-0185 is defined as one with extensive experience and education in the field. Typical assignments at this level

include: Medical Social Worker (discharge planning/case management), Clinical Social Worker (behavioral health clinic, primary care clinic), Family Advocacy Social Worker (family violence evaluation and treatment planning), Army Substance Abuse Clinical Social Worker (drug and alcohol assessments and treatment), Corrections Social Worker (provides behavioral health evaluations and treatment in a corrections setting).

(2) Full performance in this series is at the GS-11 level (or pay band equivalent) and above. Intermediate Level training for Social Worker, GS-11/12 (or pay band equivalent) places emphasis on broadening the individual's technical knowledge in several areas of Social Work in addition to developing managerial, supervisory, and administrative abilities. This employee requires training in executive skills, strategic planning, and organization leadership in preparation for senior leadership roles at the GS-14 (or pay band equivalent) level. Typical assignments at this level include: Section Chief/Supervisor at Regional Medical Center; Chief, Social Work Department or Service at an Army Community Hospital; Regional Clinical Consultant for Army Substance Abuse Clinical Programs; Instructor/Course Manager for Family Advocacy Training Programs; Regional Family Advocacy Program Manager.

(3) Advanced Level training for Social Worker, GS-13/14 (or pay band equivalent) focuses on the entire range of administrative regulations and precedents in accordance with (IAW) policies applicable to one or more programs. These employees identify and propose solutions to problems that are characterized by their breadth, importance, and severity, and for which previous studies and established management techniques are frequently inadequate. Their decisions significantly affect the content, interpretation, or development of Army policies and programs concerning critical matters or major issues. They are assigned positions/studies where limited guidance exists as to the method of evaluation for the potential experience identified or, where possible, new experiences need to be identified for a new operation or new product. Training will be on topics that are emerging issues in the specialized field as well as seminars and conferences where these topics are likely to be discussed. At this level, the employee must have a mastery of one or more specialty fields evidenced by application of new developments and theories to critical and novel problems, and extension and modification of approaches and methods to solve a variety of problems with unconventional solutions. Developmental assignments for these employees may include rotations through other agencies as well as congressional exchanges. All GS-13/14 (or pay band equivalent) Social Workers are recognized as SMEs. Personnel at this level are encouraged to obtain their Doctorate Degree. Typical assignments at this level include: MEDCOM Program Manager for FAP, Army Substance Abuse Program (ASAP), Care Manager, Family Therapy, Combat and Operational Stress Control, Research Director, and Child & Family Studies Training Director.

11. Individual Development Plan (IDP). An IDP (Appendix I) is a written schedule or action plan to help individuals reach career goals within the context of organizational objectives. It is intended to move employees from where they are to where they want to be. The plan is developed to establish a written document that identifies required training, provides order, maintains focus, and tracks progress of the activities outlined with the intent of aiding an employee in accomplishing their career goals.

a. The employee should initiate the IDP process. The employee establishes goals and objectives with input from the supervisor. Both should discuss the plan and reach agreement on the employee's developmental plan for accomplishing their goals and objectives. The IDP's goals relate the individual's career interests and needs to organizational priorities. The most common goals of an IDP are to:

- (1) Learn new skills to improve current job performance.
- (2) Maximize current performance in support of organizational requirements.
- (3) Increase interest, provide challenge, and improve satisfaction in current position.
- (4) Obtain necessary KSAs to advance in current occupational series.
- (5) Use acquired competencies to make the employee highly competitive for career advancement.

b. While the supervisor and the employee have joint responsibility for developing and executing an employee's IDP, the responsibility of ensuring accomplishment of the activities or experiences that support the plan's objectives is the sole responsibility of the employee.

c. When both employee and supervisor are in agreement with the plan, they sign and date the IDP. Once the initial IDP form is completed, it may be reviewed to coincide with The Army Performance Evaluation System (TAPES) review process. The IDP should be jointly assessed at least semi-annually (to coincide with the mid-point performance review) and adjusted as needed, based on adequacy and practicality of the plan.

12. Recruitment Strategies and Sources.

a. Recruitment Strategies.

(1) Planned recruitment of highly qualified or high potential employees is essential to the development and maintenance of an effective Social Work program.

(2) Recruitment should be related to replacement needs projected on the basis of expected losses and planned expansions.

(3) Recruitment and selection practices are designed to obtain the best qualified candidates for available positions.

(4) Recruitment brochures/literature, advertising, or other appropriate and authorized publicity measures should be employed to support recruitment actions.

(5) Supervisors should align their recruitment and hiring practices with the ACTEDS career path and ensure the appropriate credentialing requirement is stated as a selective placement factor in the job announcement.

b. Recruitment Sources include, but are not limited to:

(1) Internal recruitment sources (current DA employees). Procedures of the Merit Promotion Program and appropriate labor agreements will apply in considering candidates who are current DA employees.

(2) External recruitment sources.

(a) Reinstatement, re-employed annuitants, transfers from other federal agencies (to grades no higher than the grade previously held).

(b) Veterans Recruitment Authority (VRA).

(c) Candidates from an OPM register, a register established under delegated examining authority, or direct hire authority.

(d) Special placement assistance programs such as the DOD Priority Placement Program (PPP).

(e) Community college and technical school recruitment programs as well as recruitment at job fairs.

13. Mobility Requirements. Mobility is defined as geographic, organizational, or functional movement--either in continental United States (CONUS) or outside continental United States (OCONUS). Nevertheless, while many employees can achieve their career objectives in one geographical area, mobility is often a factor in achieving goals. Relocation may increase chances of acquiring broad-based management experiences necessary for advanced level vacancies.

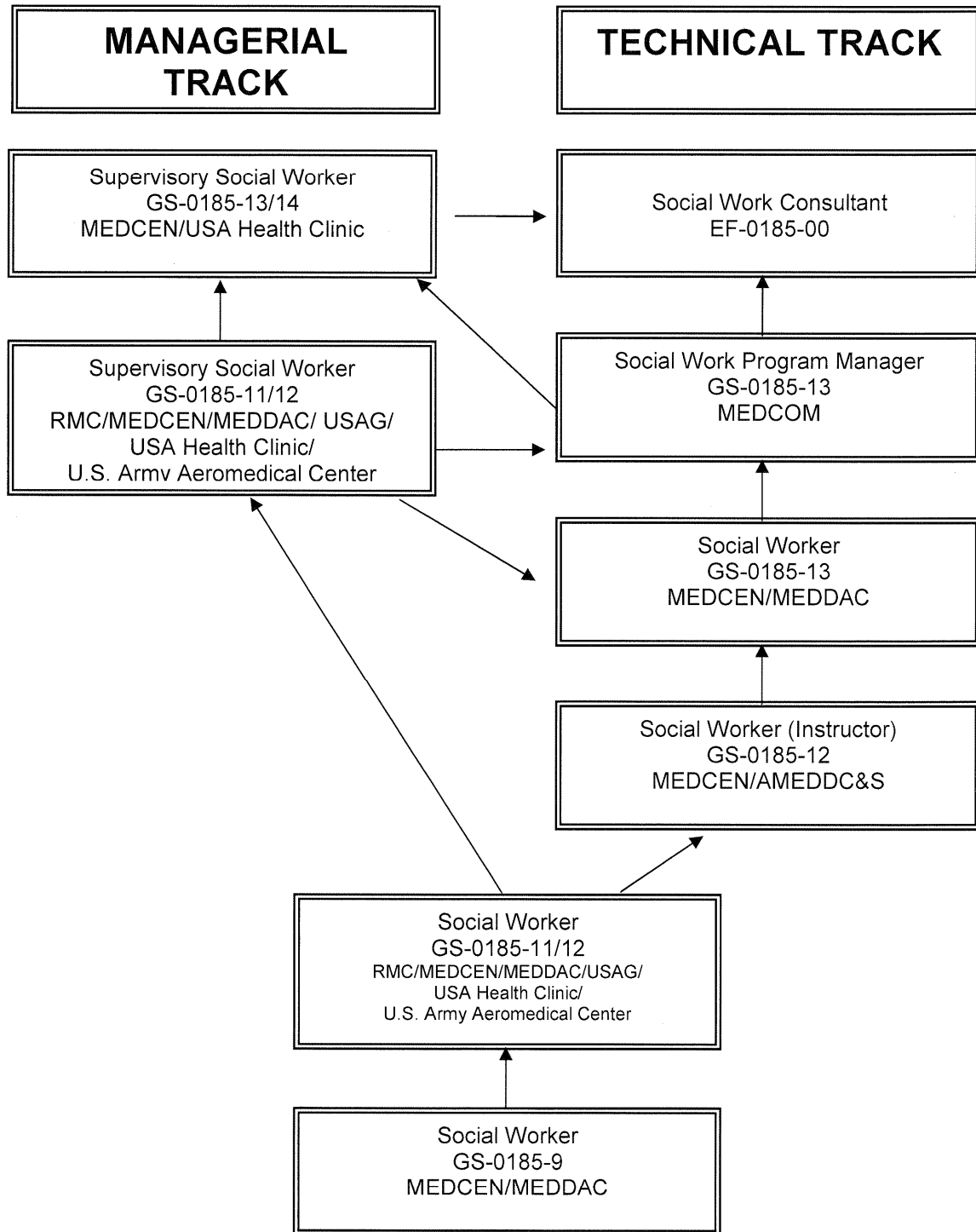
14. Affirmative Action/Equal Employment Opportunity. Training and development opportunities for career field participants covered by this Plan will be provided without regard to race, color, sex, religion, national origin, non-disqualifying disabilities, or age.

15. Summary of Change. This is the initial publication of this ACTEDS Plan.

**APPENDIX A
KEY POSITIONS
SOCIAL WORKER**

TITLE	PAY PLAN	SERIES	GRADE	LOCATION
Social Work Program Manager	GS	185	13/14	MEDCOM
Chief, Department of Social Work Deputy Chief, Department of Social Work	GS	185	13/14	MEDCEN
Chief, Social Work Service	GS	185	12	MEDDAC

APPENDIX B CAREER LADDER SOCIAL WORKER



APPENDIX C TRAINING COMPETENCIES SOCIAL WORKER

General Orientation

1. Knowledge of DOD and Army systems (e.g., acronyms, traditions, and military rank structure) in order to effectively function within the organization.
2. Knowledge of Army, AMEDD, and employing office mission, goals, regulations, procedures, and organizations and functions in order to operate within appropriate parameters.
3. Ability to initiate and perform cardio-pulmonary resuscitation of adults and children and assist in other emergency situations in order to maintain circulation to vital organs until help arrives.

Decision Making

4. Ability to identify and evaluate alternatives in order to choose and implement the best alternative.
5. Ability to synthesize new approaches using existing information and data in order to integrate into an effective treatment plan.

Communication

6. Ability to use interviewing strategies to diffuse resistance, engage, and empower the patient and gather assessment data in order to begin to establish a healthy relationship.
7. Ability to effectively communicate clinical, scientific, and administrative information through oral, written and visual methods in order to assess, plan, implement, and evaluate programs.
8. Ability to communicate with individuals and families using a non-directive approach when identifying and addressing their concerns in order to communicate acceptance, interest, and encouragement and assist them in exploring their problems.
9. Ability to seek and maintain cooperative community relationships in agencies providing services to active duty and retired military and their family members in order to ensure continuity of care to patients.

Information Management

10. Ability to use developing information management technology in order to accomplish duties.

Human Resources/Management

11. Knowledge of statistics, analytical aids, and methods by which information is obtained, organized, arranged, and evaluated using quantitative methods in order to synthesize information and form an accurate recommendation.
12. Ability to analyze productivity measures in order to recommend improvements.
13. Knowledge of personnel management policies and procedures in order to assign and review work; plan work to be accomplished by subordinates; hear and resolve minor complaints; set project completion dates; recommend promotions, awards, and disciplinary actions; schedule and approve leave; and approve job descriptions, etc.
14. Knowledge of individual and group behavior in order to enhance the development of individual and group responsibility within the organization.
15. Knowledge of collective bargaining and ability to recognize and implement fair labor practices in order to protect the rights of employees as well as management.
16. Ability to employ techniques such as negotiation, mediation, and active listening in order to resolve conflicts.

Health Law and Policy

17. Knowledge of Federal, state, and local laws as well as DOD and specific AMEDD policies in order to ensure compliance with issues that pertain to behavioral science.
18. Knowledge of tort and criminal jurisprudence in order to participate in risk management programs.
19. Knowledge of policies that govern the conduct and privileges of the medical staff in order to assure conformity.
20. Knowledge of the evaluative process performed by accrediting organizations in order to ensure the delivery of high quality social services, such as Joint Commission on Accreditation of Healthcare Organizations (JCAHO), the National Association of Social Work (NASW), the Council on Social Work Education (CSWE), various licensure bodies in State and Territory jurisdictions, and the Association of Social Work Boards (ASWB).
21. Ability to implement and oversee compliance programs in order to ensure compliance at all levels.
22. Knowledge of contract law and contracting procedures in the private sector as well as in the government in order to ensure contract compliance.

Resource Allocation

- 23. Knowledge of and ability to utilize analytical techniques in order to monitor and evaluate the allocation of funds, maintain financial records, control financial activities, identify deviations from planned performance, and forecast future funding requirements.
- 24. Ability to develop budgets, and determine the optimal allocation of monetary resources needed in order to support programs.
- 25. Knowledge of regulations such as Occupational Safety and Health Administration (OSHA), fire codes, Americans with Disabilities Act (ADA), etc., in order to ensure regulation and policy compliance.
- 26. Knowledge of the financing of military and civilian healthcare, healthcare economics, reimbursement methodology, capitation financing, and the healthcare insurance industry in order to execute responsibilities.

Professional Ethics/Health Insurance Portability and Accountability Act (HIPAA) of 1996

- 27. Ability to set clear, appropriate, and culturally sensitive boundaries in order to maintain professionalism with patients.
- 28. Knowledge of specific ethical issues in health care (e.g. transplantation, Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS), nutrition hydration, family planning, high risk newborn, genetics and reproduction, right to die, and assisted suicide and refusal of treatment) in order to assist patients and their families in understanding, accepting, and adjusting to acute and/or chronic illness.
- 29. Knowledge of ethical decision-making processes, structures, and social constructs underlying ethical theory in order to protect patient rights and confidentiality.
- 30. Knowledge of personal, professional, and organizational ethics in order to articulate a personal code of ethics and a professional code of ethics; to compare and contrast the two; to identify and effectively address ethical conflicts between, or among, personal, professional, and organizational ethics; and to foster an organizational climate that supports the organizational code of ethics.
- 31. Knowledge of personal, professional, and organizational ethics, professional and organizational codes of ethics, and the purpose and processes of ethical problem solving within health care organizations, including consultants, teams, or committees in order to protect the rights of patients, healthcare workers, and the organization.
- 32. Knowledge of HIPAA regulations in order to ensure compliance.

Health Care Delivery and Professional Practice

33. Knowledge of and ability to conduct an on-going assessment of patient care, management of risk, the assessment of provider competencies and performance, the process of utilization review, and the implementation of corrective and follow-up actions, where indicated in order to ensure the most effective treatment is provided.

34. Knowledge of wellness and health promotion programs in order to meet health care needs.

35. Knowledge of internal policies and procedures governing the delivery of social work services in order to maximize the productivity and care of persons in their environment.

Leadership

36. Ability to participate with other members in the community in order to assess, plan, implement, and evaluate social work services and community systems that include promotion of social work issues.

37. Skill in assumption of leadership role in order to insure professional practice improvement, effect appropriate changes throughout the health care system, implement resource utilization effectiveness endeavors, and impact public policy.

Public and Media Relations

38. Knowledge and skill in strategies to market the Social Worker's role, programs, and services in order to advance the visibility of Social Workers and program designs which enhance education, wellness, and prevention of disease/injury.

39. Ability to speak to audiences from varied backgrounds, such as the military chain of command, health care professionals, military family members, internal staff, professional groups, community organizations, and others in order to effectively convey information.

Cultural Diversity

40. Knowledge of social work practice in a culturally appropriate manner in order to involve the patient or client in the full range of clinical services.

Training/Education

41. Ability to develop and present formal and informal classes and briefings in order to provide orientation and training for patients, medical staff, commanders, supervisors, and the community.

42. Ability to instruct, direct, modify, and manage the clinical aspects of the training program in order to ensure the effectiveness of the social work professional in the conduct of their duties.

43. Ability to demonstrate a commitment to continued professional development in order to maintain credentials.

44. Knowledge of current research in the field and its applicability in order to expand clinical knowledge, enhance role performance, and increase knowledge of professional issues.

Clinical

45. Knowledge and experience in social work practices in order to accept and make referrals of patients; develop treatment plans; evaluate treatment and patients; consult with other team members; etc.

46. Knowledge of psychosocial problems associated with chronic childhood illnesses (pediatrics), cancer treatment, cardiac problems (to include rehabilitation), chronic obstructive pulmonary disease (COPD), sudden trauma (burns, closed heat injury, amputation, loss of sight, etc.) and their impact on the patient's and families' social, intellectual, and physical homeostasis in order to provide psychosocial support.

Substance Abuse

47. Knowledge of and ability to learn and apply military regulations related to substance abuse in order to incorporate into treatment plan.

48. Knowledge of a wide range of concepts, principles, and practices in the professional field of addictions in order to manage, implement, coordinate, analyze, and evaluate the inpatient substance abuse program.

49. Knowledge of DA Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) sufficient to allow translation of local policy and established objectives of the program.

50. Knowledge of and ability to clinically supervise social work and medical students on complex cases often involving life-threatening illness, major medical problems, and co-existing psychiatric disorders in addition to advanced stages of dependency, polysubstance abuse, inter-generational co-dependencies and co-addicted families.

51. Knowledge of individual/couple, family, and organizational systemic collaborative intervention in a difficult, highly defended patient population that is at high risk for complex biopsychosocial deterioration.

Domestic Violence

52. Knowledge of laws pertaining to family relationships and protection of children and adults in order to coordinate program services with MTF, Social Work Services, Provost Marshal, Staff Judge Advocate, U.S. Army Criminal Investigation Command (CID), Chaplains, state/local service agencies, and local jurisdiction law enforcement officials.

53. Knowledge of military organizations, missions, lifestyles, and situations which can contribute to family stress, problems, and crisis situations in order to develop prevention and education programs which include resources for information and referral data.

54. Knowledge of the dynamics of child abuse and neglect and the empirical basis for recommended interventions, based on the unique presentations of each case. Familiarity with risk assessment and ability to take protective action when required.

55. Knowledge of the dynamics of Domestic Violence and the complex types of individuals who use violence in their relationships. Familiarity with empirically based treatment interventions designed to ensure safety and control the violence. An understanding of motivational enhancement methods are critical.

APPENDIX D MASTER TRAINING PLAN MATRIX - SOCIAL WORKER

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COURSE NUMBER	COURSE / SEMINAR / OJT TITLE SOURCE TYPE OF TRAINING COURSE LENGTH	CENTRALLY FUNDED / NO COST	PRIORITY/INTENDED AUDIENCE					COMPETENCIES (APPENDIX C)
			GS-09	GS-11	GS-12	GS-13	GS-14	
1	General Orientation / Orientation to the Employing Office Supervisor OJT Length Varies	X	U1	U1				1, 2
2	Organization of the U.S. Government Supervisor OJT Length Varies	X	U1	U1				1, 2
3	Organization and Functions of the of the Army Medical Department AMEDDC&S/Supervisor OJT/CC/OL Length Varies	X	U1	U1				1, 2
4	Basic Life Support Local Installation FC Length Varies	X	U1**	U1**	U1**	U1**	U1**	3
5	HIPAA Training Local Installation/SWANK FC/On-Line Length Varies	X	U1	U1	U1	U1	U1	29, 32
6	Professional Associations Local Professional Organizations FC Length Varies		U3	U3	U1	U1	U1	20, 42-44
7	Professional Certification/Licensure and Academic Accreditation Bodies Professional Organization FC Length Varies		U1	U1	U1	U1	U1	43-44
8	University Sponsored Training University-Based FC Length Varies		U3	U3	U3	U3	U3	42,44
9	Instructor Training Course / Effective Briefing Course AMEDDC&S/ USDA FC 80 Hours/24 Hours	X/		U3	U3	U3	U3	6-9, 39, 41
10	Introduction to Federal Budgeting USDA FC/CC/OL 24 Hours			U3	U3	U3	U3	23-26

LEGEND: FC = Formal Course
CC/OL = Correspondence Course/On-Line
OJT = On-the-Job Training
U1 = Universal Priority I
U2 = Universal Priority II
U3 = Universal Priority III
C = Competitive
SUP = Supervisor Only
DVP = Development Assignment
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			GS-09	GS-11	GS-12	GS-13	GS-14	
11	Action Officer Development Course AIPD CC/OL Length Varies	X	U1	U1				4-5, 7
12	Supervisor Development Course / Human Resources for New Supervisors AIPD /CPOCMA CC/OL/FC Length Varies/36 Hours	X		U1 SUP	U1 SUP	U1 SUP	U1 SUP	13-16
13	Leadership, Education, and Development Course Local CPAC FC 40 Hours	X		U1 SUP	U1 SUP	U1 SUP	U1 SUP	13-16
14	Manager Development Course AIPD CC/OL Length Varies	X		U1	U1			4-5, 9-10, 12, 14, 23-26, 27-32, 35
15	Action Officer Force Integration Course Army Force Management School FC 40 Hours	X		U3	U3	U3	U3	1-2, 7-11
16	Sustaining Base Leadership and Management (SBLM) Program AMSC FC 12 Weeks Resident/1 Year Non-Resident)	X		U3 C	U3 C	U3 C	U3 C	1-2, 10-16, 18, 21-26, 33-34
17	Personnel Management for Executives I AMSC FC 72 Hours	X			U3	U2	U2	13-16, 40
18	Personnel Management for Executives II AMSC FC 40 Hours	X			U3	U2	U2	13-16, 40
19	Organization Leadership for Executives CAL FC 80 Hours	X			U3	U2	U2	7, 9, 36-37
20	DoD Executive Leadership Development Program DOD FC 50-55 Days Over 1 Year	X			C	C	C	61-62

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COURSE NUMBER	COURSE / SEMINAR / OJT TITLE SOURCE TYPE OF TRAINING COURSE LENGTH	CENTRALLY FUNDED / NO COST	PRIORITY/INTENDED AUDIENCE					COMPETENCIES (Appendix C)
			GS-09	GS-11	GS-12	GS-13	GS-14	
21	Army War College (AWC) AWC FC 10-12 Months Resident/ 2 Years Non-Resident	X				C	C	1, 4, 7, 11, 14, 16, 17, 23, 26, 30, 36-39, 40, 44
22	National War College (NWC) NDU FC 10 Months	X					C	1, 4, 7, 11, 14, 16, 17, 23, 26, 30, 36-39, 40, 44
23	Industrial College of the Armed Forces (ICAF) NDU FC 10 Months	X					C	1, 4, 7, 11, 14, 16, 17, 23, 26, 30, 36-39, 40, 44
24	Publishable Research Project Station/TDY OJT Length Varies			U3	U3	U3	U3	1, 2, 4, 7, 10-12, 17, 28, 29, 33-36, 44
25	Executive Leadership Program OPM Leadership Development Academy FC 12 Months			U3	U3	U3	U3	1, 4, 7, 10, 16, 17, 23-26, 30, 36-39, 44
26	Team Building and Team Leadership OPM FC 40 Hours			U3	U3	U3	U3	13-16, 36-37
27	Secretary of The Army Research and Study Fellowships SARSF FC 6-12 Months				C	C	C	1, 2, 4, 7, 10-12 17, 28, 29, 33-36, 44
28	Capitol Hill Workshop DOD FC 3 Days				U3	U3	U3	61-62
28	White House Workshop DOD FC 3 Days				U3	U3	U3	61-62
30	Seminar for New Managers: Leading People OPM FC 80 Hours					U3	U3	1, 4-5, 6-9, 11-16

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COURSE NUMBER	COURSE / SEMINAR / OUT TITLE SOURCE TYPE OF TRAINING COURSE LENGTH	CENTRALLY FUNDED / NO COST	PRIORITY/INTENDED AUDIENCE					COMPETENCIES (Appendix C)
			GS-09	GS-11	GS-12	GS-13	GS-14	
31	Management Development Seminar: Leading Organizations OPM FC 80 Hours					U3	U3	61-62
32	Army Congressional Fellowship Program (ACFP) Office of Chief, Legislative Liaison FC 15 Months-Intermittent					C	C	1, 4, 7, 11, 14, 16, 17, 23, 30, 31, 37-39, 44
33	Harvard University Program for Senior Executive Fellows John F. Kennedy School of Government, Harvard University FC 4 Weeks						U3	1, 4, 7, 11, 14, 16, 17, 23, 30, 31, 37-39, 44
34	National Security Management Course Syracuse University, Syracuse, NY FC 5½ Weeks	Partial					U3	1, 4, 7, 11, 14, 16, 17, 23, 30, 31, 37-39, 44
35	Defense Leadership and Management Program (DLAMP) DOD FC Intermittent, 2 to 5 Years	Partial				U3	U3	1, 4, 7, 11, 14, 16, 17, 23, 30, 31, 37-39, 44
36	Family Advocacy Staff Training (FAST) AMEDDC&S FC 2 Weeks	X	U2*	U2*	U2*	U2*	U2*	45, 46, 51, 52, 53, 55, 56
37	Family Advocacy Staff Training (FASTA) AMEDDC&S FC 1 Week	X	U2*	U2*	U2*	U2*	U2*	5, 8, 40, 50-53, 55, 56
38	Family Advocacy Program (FAP) Team Building (5H-F22/302-F22) AMEDDC&S (Mobile Training Team (MTT) Delivered at Job Site) FC 2 Days	X	U2*	U2*	U2*	U2*	U2*	8, 52-53, 55, 56
39	Family Advocacy Program Clinical Supervisor (5H-F23) AMEDDC&S FC 3 Days	X		SUP	SUP	SUP		14, 15, 16, 23, 42, 44, 50
40	Army Substance Abuse Program Advanced Counseling (5H-F10/302-F10) AMEDDC&S FC 1 Week	X	U2*	U2*	U2*			47-51

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COURSE NUMBER	COURSE / SEMINAR / OJT TITLE SOURCE TYPE OF TRAINING COURSE LENGTH	CENTRALLY FUNDED / NO COST	PRIORITY/INTENDED AUDIENCE					COMPETENCIES (Appendix C)
			GS-09	GS-11	GS-12	GS-13	GS-14	
41	USA Drug & Alcohol Rehabilitation Training (Individual) (5H-F4/302-F4) AMEDDC&S FC 2 Weeks	X	U1*	U1*	U1*	U1*		47-49
42	USA Drug & Alcohol Rehabilitation Training (Group) (5H-F5/302-F5) AMEDDC&S FC 2 Weeks	X	U1*	U1*	U1*	U1*		47-49
43	Army Substance Abuse Program (ASAP) Management (5H-F6) AMEDDC&S FC 1 Week	X		U1*	U1*	U1*		49, 50, 51
44	Army Substance Abuse Program Family Counseling (5H-F7/302-F7) AMEDDC&S FC 2 Weeks	X	U1*	U1*	U1*	U1*		51
45								
46								
47								
48								
49								
50								

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APPENDIX E
COURSE DESCRIPTIONS
SOCIAL WORKER

1. **General Orientation/Orientation to the Employing Office.** This includes orientation to the job site and introduction to the work, work setting, and rules, procedures, and goals of the unit. Subjects, in addition to personnel rules, include safety, security, and other matters affecting the unit's efficiency and productivity. Information should be given in sufficient detail to permit the new employee to meet the supervisor's expectations in covered matters and to approach assigned work tasks with confidence. (Source: Supervisor) (Length Varies)
2. **Organization of the U.S. Government.** A general orientation that includes organization of the employee's individual work unit and its interrelationship with higher headquarters as well as other activities outside the command. (Source: Supervisor) (Length Varies)
3. **Organization and Functions of the Army Medical Department (MDOO4).** This orientation includes information on the mission and composition of the AMEDD to include organization of medical centers and medical department activities, as well as the histories and functions of the six officer medical corps. Additional information is available at: http://docs.usapa.belvoir.army.mil/jw2/xmldemo/p350_59/head.asp (Source: Supervisor/AMEDDC&S) (Length Varies)
4. **Basic Life Support (BLS) Course.** Provides certification in Cardiopulmonary Resuscitation (CPR), an annual requirement. (Source: Local Installation) (Length Varies)
5. **Health Insurance Portability and Accountability Act of 1996 (HIPAA) Training.** Explains HIPAA, covered entities, covered information, and the employee's responsibility for maintaining privacy and security of healthcare related information. (Source: Local Installation/Swank) (Length Varies)
6. **Professional Associations.** Participation in any of a variety of professional associations to maintain professional skills and knowledge, and remain up to date with current developments within the field of practice. These professional associations include, but are not limited to: the National Association of Social Work (<http://www.naswdc.org/default.asp>), and the American Board of Examiners for Clinical Social Work (www.abecsw.org/). (Source: Various Professional Associations) (Length Varies)
7. **Professional Certification/Licensure and Academic Accreditation Bodies.** Association of Social Work Boards (www.aswb.org) and Council on Social Work Education (www.cswe.org) (Source: Professional Association) (Length Varies)

8. **University Sponsored Training.** Various continuing education courses or seminars to keep abreast of changes in the field and ensure competency is maintained. (Source: University-Based) (Length Varies)

9. **Instructor Training Course (Formerly Faculty Development Course)/Effective Briefing Course.** Emphasis is placed on communication skills, audio-visual support, writing lesson plans, writing objectives and writing test items. Additional information for the Instructor Training Course is available at: <https://www.atrrs.army.mil/> . Additional information for the Effective Briefing Course is available at: <http://www.grad.usda.gov> (Source: AMEDDC&S/U.S. Department of Agriculture (USDA)) (Length: 80 Hours/24 Hours)

10. **Introduction to Federal Budgeting (BUDG7001N-W01).** This course is essential for employees who prepare unit budgets in addition to their normal duties. This course also works well for managers, analysts, and new budgeting personnel. Additional information is available at: <http://www.grad.usda.gov/> (Source: USDA) (Length: 24 Hours)

11. **Action Officer Development Course (AODC).** Prepares students for staff work with training that is similar to what is offered to military officers at the Combined Arms and Services Staff School, Center for Army Leadership. An action officer is a staff member with subject matter expertise who "works actions" on behalf of senior staff officers or commanders. The term "action officer" does not refer to a duty position. This course describes "staff work" as it is generally practiced Army-wide. The AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army Standard; coordinating; conducting briefings; and ethics. Other employees interested in developing their action officer skills may also enroll. Additional information is available at: <http://cpol.army.mil/library/train/catalog/ch01aodc.html> (Source: Army Institute of Professional Development (AIPD)) (Length Varies)

12. **Supervisor Development Course (ST5001/ST5002)/Human Resources for Supervisors.** Presents first time supervisory personnel with the basic knowledge of civilian personnel administration procedures and techniques. This is a mandatory course that must be completed within twelve (12) months of assignment as supervisor to civilian personnel. Supervisors must complete the correspondence course before enrolling in the LEAD course. The course may be completed by correspondence course or by attendance at a local Civilian Personnel Advisory Center (CPAC) training course. Additional information for the correspondence course is available at: http://www.cpol.army.mil/train/courses/st5001/st5001_top.htm (Source: AIPD/Local CPAC) (Length Varies/40 Hours)

13. **Leadership Education and Development (LEAD) Course.** The target audience is new military and civilian supervisors of civilian employees. Develops and hones leadership skills of supervisors. Focuses on situational leadership, motivation, communication, performance counseling, conflict management, team building, problem solving, values and ethics, and systems theory. Supervisors must complete the Supervisor Development Course before enrolling in this course. This course is locally funded. Additional information is available at: <http://www.cpol.army.mil/> (Source: Local Civilian Personnel Advisory Center (CPAC)) (Length: 40 Hours)

14. **Manager Development Course.** Correspondence course covering topics such as organizational culture, time management, setting objectives and plans, problem solving and decision making, planning, programming and budgeting, manpower management, communications, information technology applications, the Army environmental program, equal employment opportunity, professional ethics, internal management control, and Army Family Team Building. This course is centrally funded. Additional information is available at: <http://www.atsc.army.mil/accp/aipdnew.asp> (Source: AIPD) (Length Varies)

15. **Action Officer Force Integration Course.** Presents the critical elements of the force integration processes, functions, and interrelationships by which the Army runs. This course is appropriate for civilians at the GS-9 through GS-15 or pay band equivalent levels. This course is centrally funded. Additional information is available at: <http://www.afms1.belvoir.army.mil/courses/courses1.htm> (Source: Army Force Management School (AFMS)) (Length: 40 Hours)

16. **Sustaining Base Leadership and Management (SBLM) Program.** Presents strategies, doctrine, functional relationships, and systems relevant to the Total Army with emphasis on the sustainment base. Specifically, provides knowledge of military forces and doctrine, national policy and strategic studies, force integration, resource management, acquisition and logistics management, installation management, information management, management techniques, personnel management systems, health fitness, communicative arts, and program analysis and evaluation. This course is centrally funded. Nominees must be serving in grades GS-12 through GS-14 (or pay band equivalent) (GS-11's and GS-15s by exception). Additional information is available at: <http://www.amsc.belvoir.army.mil/> (Source: Army Management Staff College (AMSC)) (12 weeks-resident/1 year-non-resident)

17. **Personnel Management for Executives (PME) I.** Presents a broad perspective of personnel management in relation to the total management function, the relationship of operating and staff officials in the discharge of personnel management responsibilities, and the current and projected developments in personnel administration. The target audience for this course is GS-13/14 (or pay band equivalent) (GS-12 and 15 on exception basis). This course is centrally funded. Additional information is available at http://www.amsc.belvoir.army.mil/amsc_pme.htm (Source: AMSC) (Length: 72 Hours)

18. **Personnel Management for Executives II.** Designed to stimulate managers and executives to manage human resources more efficiently and to develop a sharper sense of direction and improved human resources management skills. Nominees must have attended PME I at least two years prior to the start of PME II. This course is centrally funded. Additional information is available at:

http://www.amsc.belvoir.army.mil/amsc_pme.htm. (Source: AMSC) (Length: 40 Hours)

19. **Organization Leadership for Executives (OLE).** Trains career program DA civilian Managers in leadership doctrine of the Army. This course will identify, explain, and demonstrate the leadership skills and competencies required to perform at the key manager level. The Command & General Staff College has approval authority to grant graduate credit to students who successfully complete OLE. This course is intended for managers in the grades of GS-12 through GS-15 (or pay band equivalent). This course is centrally funded. For additional information go to: http://www-cgsc.army.mil/cal/cltd/CLTD_courses/index.asp (Source: Center for Army Leadership (CAL)) (Length: 80 Hours)

20. **DOD Executive Leadership Development Program (DELDP).** The purpose of this program is to: provide the advantage of a joint arena approach to civilian training that promotes greater understanding of the overall DOD mission; provides a new approach to the training of DOD employees which parallels the methodology of selected military training; focuses on increasing the pool of eligible civilian employees for promotion to executive positions, regardless of sex, age, color, handicap, or national origin; and provides cross-agency exposure for mid-level civilian and military personnel. This is a competitive development course for GS/GM-12/13/14 (or pay band equivalent). This course is centrally funded. The course includes formal classroom instruction plus significant homework assignments. Additional information is available at: <http://www.cpms.osd.mil/eldp/index.html> (Source: DOD) (Length: 50-55 days over one year)

21. **The Army War College (AWC).** DA civilian employees at GS-14/15 (or pay band equivalent) and high potential GS-13's are eligible to attend. Studies the role of land power, as part of a joint or combined force, in support of the U.S. national military strategy. The curriculum emphasizes theory, concepts systems, and the national security decision-making process. It teaches, through numerous case studies, exercises, and war games. The student seminar group is the fundamental learning vehicle at the school. Resident students may qualify to earn an initial masters degree from participating institutions. This course is centrally funded. Additional information is available at: <http://carlisle-www.army.mil>. (Source: AWC) (Length: 10-12 Months-resident/2 years-Distance education)

22. The National War College (NWC). Focuses on national security policy and strategy with a joint, multi-service perspective. Designed to expand and deepen student's knowledge of national security matters and to sharpen their analytical skills. Program consists of prescribed courses, advanced studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. DA civilian employees at grades GS-14/15 (or pay band equivalent) are eligible to attend. This course is centrally funded. Additional information is available at: <http://cpol.army.mil/>. (Source: National Defense University (NDU)) (Length: 10 Months)

23. The Industrial College of the Armed Forces (ICAF). DA civilian employees at GS-14/15 (or pay band equivalent) are eligible to attend. Focuses on broad-based national security decision making for senior policy makers in a dynamic world environment. Emphasizes post-graduate, executive level education rather than training, and enduring principles and concepts rather than transient contemporary events. Curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. Employs the case method complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program. This course is centrally funded. Additional information is at: <http://cpol.army.mil/>. (Source: NDU) (Length: 10 Months)

24. Publishable Research Project. Subject of project should be of use/interest to DA and professional social work organizations. (Source: Station/ Installation)(Length Varies)

25. Executive Leadership Program (Formerly the Women's Executive Leadership Program). This course will provide student with the ability to lead, communicate assertively, build effective teams, manage stress, portray a professional image, manage cultural diversity, coach and counsel, recognize and exert personal power; knowledge of the Federal Personnel Management system; ability to resolve conflicts; skill in negotiating; knowledge of legal and ethical issues impacting managers; ability to use organizational survival techniques; knowledge of factors which impact career success; and skill in making presentations. Formal classroom 24 days, plus 5 months developmental assignment and special activities over a 12-month period. This course is open to individuals at the GS 11-13 (or pay band equivalent) levels who have little or no supervisory experience. Additional information is available at: http://www.grad.usda.gov/programs_services/lda/welp.cfm (Source: USDA) (Length: 12 Months)

26. Team Building and Team Leadership. The seminar focuses on the fundamental team skills necessary to work effectively in a team-oriented environment. The seminar examines how to apply basic team processes and tools to foster commitment, increase trust, empower people, and create synergy for accomplishing organizational goals. Additional information is available at: <http://www.leadership.opm.gov/content.cfm?CAT=TBTL> (Source: OPM) (Length: 40 Hours)

27. **Secretary of The Army Research and Study Fellowship (SARSF).** This opportunity is available to civilian employees at the GS-12 (or pay band equivalent) level or above. Fellowships are granted with the intent to: support study and research on selected projects relevant to Army's mission; develop and increase the use of the best talents among Army career civilians; and support basic creativity of selected individuals. NOTE: Fellowships are not substitutes for projects that should be done on a normal on-duty assignment and financed through mission funds. Neither are they substitutes for academic programs that should come under other Army long-term training programs. Additional information is available at: <http://cpol.army.mil/>. (Source: SARSF) (Length: 6-12 Months)

28. **Capitol Hill Workshop.** Offers senior federal managers and executives a timely, in-depth look at how the new U.S. Congress will be organized, how it will set its agenda, how it may change the fundamentals of U.S. foreign policy, and how it will affect the role, budget, and policies of their agencies over the next two years. Additional information is available at: http://www.publicpolicyseminars.com/capitol_hill_workshop.htm (Source: DOD) (Length: 3 Days)

29. **White House Workshop.** The White House Workshop examines the multiple roles of the Presidency and explores how presidential politics and initiatives affect the policies and processes of government. Although the Constitution established the Legislative Branch of government as the principal policy organ, historical evolution has made the President the prime initiator and coordinator of domestic and international policy as well as the foremost mobilizer for public support. Senior personnel must be able to articulate, plan, and budget in such a way as to build a new consensus that will meet national objectives and secure stable public support. Additional information is available at: <http://www.publicpolicyseminars.com/whwkshop.htm> (Source: DOD)(Length: 3 Days)

30. **Seminar for New Managers: Leading People.** Provides highly motivated new managers the opportunity to learn the essential skills necessary for successful transition from first line supervision into management. It is also appropriate for more experienced managers who have not yet had the opportunity for formal development of these skills. The faculty uses scenarios, case studies, role-plays, group exercises, and other adult learning methods. Leading-edge information on leadership theory and practice is applied to participants' real organizational problems. The seminar uses the Hersey-Blanchard Leadership Model to diagnose participants' preferred leadership styles and their appropriate use. Each participant also develops skills in conflict resolution, human resources management, leveraging diversity, problem solving, and communication. Additional information is available at: <http://www.leadership.opm.gov/content.cfm?CAT=SFNM-LP> (Source: OPM) (Length: 80 Hours)

31. Management Development Seminar: Leading Organizations. In this seminar, experienced managers, typically considered mid-level managers in their organization, step into the world of dynamic thinking, creativity, and innovative, results-oriented implementation. Learning techniques include practical exercises, case studies, activities with facilitated debriefings, and discussions and presentations with real-time feedback. There are also opportunities for the exchange of ideas with colleagues from other agencies. Additional information is available at: <http://www.leadership.opm.gov/content.cfm?CAT=MDS-LO> (Source: OPM) (Length: 80 Hours)

32. Army Congressional Fellowship Program (ACFP) (Formerly LEGIS Fellowship for Executive Development). This program is targeted to DA civilians at the GS-13 to 15 (or pay band equivalent) levels or above. Provides assignments for personnel whose current or prospective positions may require working knowledge of the operations of the Congress. Expenses for non-Career Program selectees will be born by their nominating command/ organization. Expenses for Career Program applicants may be centrally funded by the respective FCR, subject to availability of funds. Additional information is available at: <http://www.cpol.army.mil> (Source: Office of Chief, Legislative Liaison) (Length: 15 Months-Intermittent)

33. Harvard University Program for Senior Executive Fellows (SEF). The purpose of the course is to build executive skills in political and public management, negotiation, human resource management, policy-making, organizational strategy, communication, ethics, and leadership. Recommended for managers who are at GS-14/15 (or pay band equivalent) levels. Directed primarily to promising upper-level managers who have advanced rapidly into senior positions and are now required to focus on "the larger picture" of the organization. This program is not centrally funded by ACTEDS resources. Additional information is available at: <http://www.cpol.army.mil>. (Source: John F. Kennedy School of Government, Harvard University)(Length: 4 Weeks)

34. National Security Management Course (NSMC). This course will give senior DOD leaders and managers an understanding of the factors and forces that shape national security strategy and policy. The course objective is to improve the management and leadership skills necessary to successfully influence the various processes within DOD. Recommended for managers at the GS-15 (or pay band equivalent) level. GS-14s may be considered, on a case-by-case basis, based on the nature of their positions and need for development. The nominating activity funds travel and incidental entitlements allowable by the Joint Travel Regulation (JTR). Tuition, meals, and lodging are centrally funded through a DOD contract subsidized by Army. Additional information is available at: <http://www.cpol.army.mil>. (Source: Syracuse University, Syracuse, NY) (Length: 5½ Weeks)

35. Defense Leadership and Management Program (DLAMP). DLAMP is the premier executive development program for senior Defense civilians and a key component of the Department's succession planning strategy. DLAMP provides the

means to mature a cadre of highly capable senior civilian leaders with a joint perspective on managing the Department's workforce and programs. Recommended for managers at the GS-13, 14, or 15, or pay band equivalent. Employee must possess a baccalaureate degree from an accredited institution, or be willing and able to earn one (without DLAMP funding) prior to beginning DLAMP activities. Travel and per diem associated with approved DLAMP activities are paid from centrally managed funds. Additional information is available at: <http://www.cpms.osd.mil/dlamp/>. (Source: DOD) (Length: Intermittent, 2 to 5 Years)

36. Family Advocacy Staff Training (FAST)(5H-F20/302-F20)The course provides a basic orientation for newly assigned personnel working directly and indirectly in the area of Family Advocacy in order to develop the installation FAP, including the management and efficient use of all available resources in preventing, identifying, investigating, and treating the victims and offenders of child maltreatment and spouse abuse. Additional information is available at: <https://www.atrrs.army.mil/> (Source: AMEDDC&S) (Length: 2 weeks)

37. Family Advocacy Staff Training (Advanced) (FASTA)(5H-F21/302-F21). The FASTA specific training provides classes in five key areas associated with family violence. The first area focuses exclusively on multi-victim cases of (1) child sexual abuse. The blocks of instruction within this area concentrate on the prevention and management of child sexual abuse. Secondly, the (2) Spouse Abuse Treatment area concentrates on spouse abuse intervention and treatment issues. The (3) Child Abuse area provides training in advanced clinical intervention strategies in cases of child abuse. The (4) Forensic Child Sexual Abuse area focuses on clinical treatment issues for children and families affected by intra-familial child sexual abuse. The (5) Prevention and Management area is designed primarily for Family Advocacy Program Managers and focuses on prevention strategies and management issues associated with the implementation of the Family Advocacy Program. Additional information is available at: <https://www.atrrs.army.mil/> (Source: AMEDDC&S) (Length: 1 week)

38. Family Advocacy Program (FAP) Team Building (5H-F22/302-F22). This specialized intensive training provides classes that offer the student the experience of learning the correct protocol for managing Family Advocacy cases using the mandatory spouse and child abuse assessment methodology from MEDCOM. The students will also receive intensive training in problem solving and small group dynamics. The primary thrust of training will be devoted to updating the student on recent developments in theory in research in child and spouse abuse assessment and case management. Additional information is available at: <https://www.atrrs.army.mil/> (Source: AMEDDC&S) (Length: 2 days)

39. Family Advocacy Program Clinical Supervisor (5H-F23). This course is a functional course offered annually. The course provides FAP Clinical Supervisors with experiential learning by breaking into problem-solving small groups, as well as, interactive lectures to equip the Clinical Supervisors with a working knowledge in the management, supervision, and administration of FAP personnel. The course also provides opportunities for professional networking with both peers and experienced Social Work leaders. DA civilians at the GS-09 to GS-12 (or pay band equivalent) level, who are assigned as a FAP Clinical Supervisor with supervisor/management responsibilities, are eligible to attend. Additional information is available at: <https://www.atrrs.army.mil/> (Source: AMEDDC&S) (Length: 3 Days)

40. Army Substance Abuse Program Advanced Counseling (5H-F10/302-F10). This course is offered three times annually. The course provides USAADAPCP counselors with a foundation of current information and skills that help them develop a treatment program/plan within the USAADAPCP for substance abusers. This course is open to Civilian alcohol and drug counselors (GS-07 to GS-12 or pay band equivalent). Additional information is available at: <https://www.atrrs.army.mil/> (Source: AMEDDC&S) (Length: 1 Week)

41. USA Drug & Alcohol Rehabilitation Training (Individual) (5H-F4/302-F4). This course provides selected military personnel and Army Civilian alcohol and drug counselors (GS-05 or pay band equivalent and above) with a working knowledge of a specific individual counseling model and techniques necessary to effectively counsel individual patients in the Army Alcohol and Drug Abuse Prevention and Control Program (ADAPCP). Additional information is available at: <https://www.atrrs.army.mil/>. (Source: AMEDDC&S) (Length: 2 weeks)

42. USA Drug & Alcohol Rehabilitation Training (Group) (5H-F5/302-F5). This course provides military and Army Civilian (alcohol and drug counselors GS-05 or pay band equivalent and above) personnel a working knowledge of group counseling skills. Requires 5H-F4/302-F4 completion as a prerequisite. Additional information is available at: <https://www.atrrs.army.mil/> (Source: AMEDDC&S) (Length: 2 weeks)

43. Army Substance Abuse Program (ASAP) Management (5H-F6). This course is offered once annually. The course provides installation Clinical Directors and Clinical Supervisors (GS-09 to GS-12 or pay band equivalent) with USAADAPCP management responsibilities with a working knowledge in the management and administration of the installation USAADAPCP. Additional information is available at: <https://www.atrrs.army.mil/> (Source: AMEDDC&S) (Length: 1 week)

44. Army Substance Abuse Program Family Counseling (5H-F7/302-F7). This course is offered once annually. The course provides selected military and civilian personnel (GS-7 to GS-12 or pay band equivalent) with a working knowledge of a specific family counseling model and techniques necessary to effectively counsel families in the ASAP. Course instruction is presented through conferences and practical exercises. Additional information is available at: <https://www.atrrs.army.mil/> (Source: AMEDDC&S) (Length: 2 weeks)

APPENDIX F CIVILIAN LEADER DEVELOPMENT CORE CURRICULUM

(Legal Foundation of Training for Federal Government Civilians; Title 5 CFR, parts 410 and 412)

EXECUTIVES

MANAGERS

SUPERVISORS

INTERNS

ILDC
(Intern Leadership Development Course)

AODC
(Action Officer Development Course)

SDC
(Supervisory Development Course)

LEAD
(Leadership Education and Development Course)

SBLM (Sustaining Base Leadership and Management Program)

MDC
(Manager Development Course)

OLE
(Organizational Leadership for Executives)

SBLM
(Sustaining Base Leadership and Management Program)

PME 1 & PME II
Personnel Management for Executives

DLAMP (Defense Leadership & Management Program)

Senior Service Colleges (AWC, NWC, ICAF)

SES Orientation Program

Force Management Course for Senior Leaders

Leadership at the Peak

Senior Executive EO Seminar

Senior Leaders Communication Workshop

APEX Orientation

APPENDIX G **SOCIAL WORKER** **GLOSSARY**

ACRONYM

DEFINITION

ACFP	- Army Congressional Fellowship Program
ACTEDS	- Army Civilian Training, Education, and Development System
ADA	- Americans with Disabilities Act
ADAPCP	- Alcohol and Drug Abuse Prevention and Control Program
AEP	- Affirmative Employment Program
AFMS	- Army Force Management School
AIDS	- Acquired Immune Deficiency Syndrome
AIPD	- Army Institute for Professional Development
AMEDD	- Army Medical Department
AMEDDC&S	- Army Medical Department Center and School
AMSC	- Army Management Staff College
AODC	- Action Officer Development Course
APPD	- AMEDD Personnel Proponent Directorate
ASWB	- Association of Social Work Boards
AWC	- Army War College
BLS	- Basic Life Support
CAL	- Center for Army Leadership
CF	- Career Field
CID	- U.S. Army Criminal Investigation Command
CIS	- Clinical Information System
CONUS	- Continental United States
COPD	- Chronic Obstructive Pulmonary Disease
CPAC	- Civilian Personnel Advisory Center
CPD	- Competitive Professional Development
CPR	- Cardiopulmonary Resuscitation
CSWE	- Council on Social Work
DA	- Department of the Army
DELDLP	- DoD Executive Leadership Development
DLAMP	- Defense Leadership and Management Program
DOD	- Department of Defense
EEO	- Equal Employment Opportunity
FC	- Functional Chief
FCR	- Functional Chief Representative
HIPAA	- Health Insurance Portability and Accountability Act of 1996
HIV	- Human Immunodeficiency Virus
IAW	- In Accordance With
ICDB	- Inpatient Clinical Data Base
ICAF	- Industrial College of the Armed Forces
IDP	- Individual Development Plan (non-regulatory)
JCAHO	- Joint Commission on Accreditation of Healthcare Organizations
JTR	- Joint Travel Regulation

ACRONYM**DEFINITION**

LEAD	- Leadership Education and Development
KSAs	- Knowledge, Skills, and Abilities
MACOM	- Major Army Command
MEDCEN	- Medical Center
MEDCOM	- U.S. Army Medical Command
MEDDAC	- Medical Activity
MTF	- Medical Treatment Facility
MTP	- Master Training Plan
MTT	- Mobile Training Team
NASW	- National Association of Social Work
NDU	- National Defense University
NSMC	- National Security Management Course
NWC	- National War College
OCONUS	- Outside Continental United States
OJT	- On-the-Job Training
OLE	- Organization Leadership for Executives
OPM	- Office of Personnel Management
OSHA	- Occupational Safety and Health Administration/Act of 1970
PME	- Personnel Management for Executives
PPP	- Priority Placement Program
RMC	- Regional Medical Command
SARSF	- Secretary of the Army Research and Study Fellowships
SBLM	- Sustaining Base Leadership and Management
SEF	- Senior Executive Fellows
SES	- Senior executive Service
SME	- Subject-Matter-Expert
TAPES	- Total Army Performance Evaluation System
TSG	- The U.S. Army Surgeon General
U.S.	- United States
USA	- United States Army
USAG	- U.S. Army Garrison
USDA	- U.S. Department of Agriculture
VRA	- Veterans Recruitment Authority

APPENDIX H REQUEST FOR EQUIVALENCY CREDIT

Instructions for Completing and Handling Request:

- Employee completes Section I, provides input for Section II, and forwards request to supervisor.
- Supervisor reviews Section II and completes Section III. If concurring, forwards request to approving authority. If nonconcurring, returns request to employee.
- Approving authority completes Section IV and returns request to supervisor.

Section I – Employee’s Request for Equivalency Credit		
Name (Last – First – MI)		Career Field/Program Number
Title/Series/Grade	Course Title & Code	Course Provider
Employee’s Signature		Date Signed
Telephone Number and E-mail		
Section II – Training Information		
<input type="checkbox"/> Work Experience: (Attach detailed explanation of work assignments. Identify competencies and explain how they were acquired.) <input type="checkbox"/> Formal Education or Training, including Correspondence Study: (Attach transcript(s) and descriptions of course work, to include course title, course level, and grade. Identify competencies and explain how they were acquired.) <input type="checkbox"/> Self-development Activities (Attach detailed explanation. Identify competencies and explain how they were acquired.)		
Section III – Supervisor’s Recommendation		
<input type="checkbox"/> Concur <input type="checkbox"/> Non-concur		
Supervisor’s Name, Title, Organization, and Mailing Address		Telephone Number and E-mail
Supervisor’s Signature		Date Signed
Section IV – Approving Authority’s Decision		
Approving Authority’s Name, Title, Organization, and Mailing Address		Telephone Number and E-mail
Approving Authority’s Signature		Date Signed

APPENDIX I INDIVIDUAL DEVELOPMENT PLAN

PRIVACY ACT STATEMENT. Section 4103 of Title 5 to U.S. Code authorizes collection of this information. This information will be used by staff management personnel and the Civilian Personnel Advisory Center servicing your locality, to plan and/or schedule training and development activities. Collection of your Social Security Number is authorized by Executive Order 9397. Furnishing the information on this form, including your Social Security Number, is voluntary.

Page 1 of 2

NAME:		SSN:	PERIOD COVERED:		CAREER FIELD:			
POSITION TITLE/GRADE:		ORGANIZATION:						
1. DEVELOPMENTAL OBJECTIVES (Skills/Performance Enhancement, Career Development, Etc.)								
a. Short-Term Objectives		b. Long-Term Objectives (3-5 Years)						
1.		1.						
2.		2.						
3.		3.						
4.		4.						
5.		5.						
2. MANDATORY TRAINING FOR ACCREDITATION/CERTIFICATION								
Course Title/Number	Objective Supported	Course Provider	Date Required	Hours	Tuition	Estimated Travel/Per Diem		
1.								
2.								
3.								
4.								
5.								
3. UNIVERSAL MANDATORY TRAINING (Priority I)								
Course Title/Number	Priority	Course Provider	Date Required	Hours	Tuition	Estimated Travel/Per Diem		
1.								
2.								
3.								
4.								
5.								

4. UNIVERSAL TRAINING (Priority II AND III)

Course Title/Number	Objective Supported	Priority	Course Provider	Date Required	Hours	Tuition	Estimated Travel/Per Diem
1.							
2.							
3.							
4.							
5.							

5. COMPETITIVE PROFESSIONAL DEVELOPMENT

Type of Assignment	Location	Proposed Dates	Estimated Travel/Per Diem
1.			
2.			
3.			
4.			
5.			

6. TRAINING OR SELF DEVELOPMENT COMPLETED DURING LAST FY

Training Course or Developmental Activity	Location	Completion Date	Hours
1.			
2.			
3.			
4.			
5.			

7. INTERN ON-THE-JOB TRAINING

Developmental Activity	Location	Proposed/Completion Date	Supervisor Initials	Hours
1.		/		
2.		/		
3.		/		
4.		/		
5.		/		

I certify that I will support the training and/or development outlined in this IDP and will recommend approval of training costs in each FY budget. I have discussed this with the employee for whom this IDP has been prepared and concur with documented training.

Program Manager/Supervisor _____ Date _____

Functional Chief Representative _____ Date _____

I have discussed my career goals and the training or development needed to achieve these goals. I have included only goals that I can realistically expect to achieve during the time period specified.

Employee _____ Date _____

APPENDIX J SOCIAL WORKER CREDITS

The organizations listed below have granted permission to use a link to their website:

Council on Social Work Education (CSWE)

National Association of Social Workers (NASW)

Association of Social Work Boards (ASWB)